Royal British Columbia Museum and Archives

2016/17 – 2018/19 SERVICE PLAN

BRITISH COLUMBIA

ROYAL BC MUSEUM

For more information on the Royal BC Museum and Archives, contact:

675 Belleville Street
Victoria, BC
V8W 9W2
250-356-7226
receptionist@royalbcmuseum.bc.ca

or visit our website at royalbcmuseum.bc.ca

The award-winning *Our Living Languages: First Peoples' Voices in BC*. This exhibition was developed in partnership with the First Peoples' Cultural Council.

For the second year in a row, the Royal British Columbia Museum and Archives has won TripAdvisor's award as the best museum in Canada. Visitors praised our natural history displays, First Nations galleries, customer service and temporary exhibitions. An August 2015 visitor survey, conducted by the Museum, found 56 per cent of visitors considered the museum a factor in their decision to come to Victoria. Nearly half (47 per cent) of summer visitors were from outside BC.

Accountability Statement

The 2016/17 – 2018/19 Royal British Columbia Museum and Archives service plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan, including what has been included and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2016 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles and Royal British Columbia Museum and Archives mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Royal British Columbia Museum and Archives operating environment, forecast conditions, risk assessment and past performance.

Susan Knott, Chair
Royal British Columbia Museum and Archives Board of Directors

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Strategic Direction and Context

Strategic Direction

Under the *Museum Act* (SBC 2003, c. 12), the Royal British Columbia Museum and Archives is required to fulfil government's fiduciary role of public trustee for the artifacts, specimens, archival records and other materials in our collections, which illustrate the natural and human history of British Columbia. Under the Act, we are mandated to:

- Communicate knowledge of the human and natural history of BC through research, exhibitions, publications and web-based media and learning programs; and
- Hold and make accessible these collections for current and future generations of British Columbians.

In its 2016/17 Mandate Letter, government directed the Royal BC Museum and Archives to continue applying the Taxpayer Accountability Principles, and to focus on the following strategic priority actions:

- Promote special exhibitions to support the BC Jobs Plan and the *Gaining the Edge Tourism Strategy* and maximizing utilization of the existing collection by refreshing the permanent galleries.
- Support the implementation of the Province's plan to grow the creative economy by further developing the Royal British Columbia Museum and Archives China Strategy to increase research, collections, exhibition touring, cultural relationships and tourism by building partnerships with cultural organizations in key international markets.
- Continue implementation of the new Learning Strategy by developing, delivering and promoting at least one new digital engagement program.
- With guidance from the First Nations Advisory Council, address the relevant Truth and Reconciliation Commission recommendations related to museums and archives in future programing and planning.
- Pursue opportunities to ensure British Columbia's unique history is represented throughout the province in the lead up to Canada's 150th anniversary in 2017.

Operating Environment

We manage $80 million in building assets located in Victoria, BC, and we care for and maintain collections worth $200 million. We have an annual grant from the government of $11.866 million (58 percent of our operating budget). Close to 42 percent of our operating budget comes from admissions revenues and philanthropic contributions, both variable and unpredictable sources. The numbers of visitors, and their discretionary spending, are affected by many external factors beyond our control.

Key financial and operational challenges include the costs of repair to our aging infrastructure and associated risks to our collections, as well as costs for digitization and storage.

Our plan for phased site renewal and increased digitization is designed to significantly enhance the visitor experience of, and journey through, the Royal BC Museum. This masterplan includes the repurpose of the Carl Clifford Hall, enhancement of preservation and conservation facilities, and additional or re-designed galleries. The scale of the redevelopment is contingent on our capacity to fund the changes internally or through fundraising.

Performance Plan

Goals, Strategies, Measures and Targets

Our goals and strategies are inter-related and mutually supportive, providing the foundation for us to meet our legislated mandate and government's direction. Together, they:

- Support the Cost Consciousness and Service aspects of the Taxpayer Accountability Principles.
- Support the goals of government's Gaining the Edge Tourism Strategy.
- Help grow BC's creative economy through collaborative exhibitions, staff exchanges and the Royal BC Museum's China Strategy.
- Enable us to effectively and efficiently preserve, manage and communicate information about our holdings, while increasing our value as a resource for knowledge-based sectors.
- Help make the Royal British Columbia Museum and Archives financially sustainable.
- Sustain and enhance a comprehensive learning strategy that supports BC's education curriculum, partners with the province's universities, and provides programs for learners of all ages.
- Build our brand and that of the province at home and abroad, helping to position BC as a premier destination to visit, invest, work and live.

Goal 1: Create a unique Royal British Columbia Museum and Archives

A unique Royal British Columbia Museum and Archives offers a world-class visitor experience. It gives us a more stable financial footing by attracting more visitors, volunteers, sponsors and donors. It draws more tourists to the province, creates more jobs and generates more tax revenues. Our reach extends throughout the province and far beyond, enhancing BC's global visibility and reputation.

We build and engage audiences through the high quality of our site and services, our galleries, exhibitions, research and learning programs. Through increased partnerships and collaboration, we will continue to achieve greater efficiencies and value. Our efforts to offer a unique experience for visitors also supports the objectives of the *Gaining the Edge Tourism Strategy*.

Strategies

- Repurpose Carl Clifford Hall into a vibrant community space, and continue to build and showcase our definitive collections, giving all visitors a richer and world-class experience.

- Provide vibrant temporary exhibitions and refreshed permanent galleries, including the 2016 feature exhibition *Mammoths: Giants of the Ice Age*.
- Expand outreach efforts, to build our audience and our reputation, which includes travelling exhibitions throughout BC.
- Advance our International Strategy, particularly in China, to continue to develop collaborative exhibition and staff exchanges, strengthen cultural relationships, and support international trade.
- With guidance from the First Nations Advisory Council, address relevant Truth and Reconciliation Commission recommendations related to museums and archives in future programing, exhibitions, permanent gallery renewal and planning.

Performance Measure 1: Visitor volume on site

Performance Measure	2013/14 Baseline	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Number of on-site visitors, in millions (M)	0.65 M	0.79 M[1]	0.80 M	0.88M[2]	0.79 M[3]	0.80 M

Data Source: Data for ticketed visitors to the museum and IMAX is counted automatically by our entrance systems, and is tightly controlled and reliable. Non-ticketed visitor numbers are recorded manually via registration for events/courses and by head counts at events. They accounted for about 11% of the overall total in 2014/15.

[1] Our 2014 *Vikings* exhibition exceeded expectations, producing a spike in numbers above the baseline.

[2] Our 2016 *Mammoths* exhibition is expected to be as big a draw as the 2014 *Vikings* exhibition.

[3] Extended celebrations for Canada's 150th birthday are expected to boost attendance for 2017/18. However, projection reflects a conservative visitor forecast related to the start of potential renovation within Clifford Carl Hall area that may impact attendance.

Discussion

Visitor volume is a key indicator of our effective museum and archives services. Figures include:

- Paid attendance: tickets sold, including family members; membership visits;
- Complimentary attendance;
- School groups, visits to the collections and archives, tours, courses, lectures, and people attending private events in gallery-rented space;
- Visits to events, food trucks, including events hosted by third parties; and
- IMAX visits (these account for about 300,000 visitors a year, for which we provide services and amenities); combined Museum/IMAX tickets are counted as a single visit to the museum.

Performance Measure 2: Visitor satisfaction

Performance Measure	2013/14 Baseline	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Percent of visitors surveyed satisfied with services	93%	94%[1]	93%	94%[2]	95%[3]	94%

Data Source: Data is gathered in exit interviews with a random sample of visitors to our physical site.

[1] Our 2014 *Vikings* exhibition exceeded expectations, producing satisfaction numbers above the baseline.

[2] Our 2016 *Mammoths* exhibition is expected to have the same impact as the 2014 *Vikings* exhibition.

[3] Extended celebrations for Canada's 150th birthday are expected to boost numbers for 2017/18.

Discussion

This measures our ability to provide an inviting and engaging environment. We conduct periodic evaluations to determine visitor composition, needs, interests and satisfaction; and we have a comprehensive Visitor Service Strategy in partnership with all visitor-facing service providers on site.

Performance Measure 3: Attendance at learning programs and events

Performance Measure	2013/14 Baseline	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Numbers of people at our learning programs/events	82,695	85,218	120,000[1]	126,000	132,000	139,000

Data Source: The data is compiled mainly from manual counts and course registrations. Figures are based on the number of people of all age groups attending all learning programs held throughout the year.

[1] The jump between 2014/15 and 2015/16 figures is the result of increased programs (particularly outreach programs) and better data collection regarding the engagement numbers for on-site gallery enhancements.

Discussion

Performance Measure 3 changed in the 2014/15 Service Plan from the percent of visitors reporting an increased understanding of the BC story to attendance at learning programs and events as this was deemed to be a more meaningful measure of progress toward our goal. This breakout shows the extent to which visitors are engaged by a unique Royal BC Museum. It supports government's direction to enhance the new Learning Strategy.

Goal 2: Strengthen our digital infrastructure and reputation

Our digital presence is the virtual face of the Royal British Columbia Museum and Archives, supporting our reputation and, by extension, that of British Columbia. It is the public portal to information, virtual exhibitions and social media, and increasingly is being used to access our collections, experts, educational programs and even commercial activities.

Digitization ensures records, such as historic recordings and films, are available for future generations. Digital information is accessible and searchable, significantly extending its reach and its value to researchers. It also opens up commercial opportunities, such as sales of e-publications, photographs and posters, image rights, online conferences and treasures from the Royal Museum Shop. The new collection management systems we are implementing enhance data integrity and security for the province's collections, and open up new opportunities for access and research.

We continue to look for synergies with digitizing partners, like the Google Cultural Institute. We also tap into volunteer support through our online Transcribe project and with volunteer digitization stations in the museum and archives.

Our digitization initiative supports the cost consciousness and service aspects of the Taxpayer Accountability Principles and our legislated mandate to serve as an educational institution.

Strategies

- Develop and implement a digital strategy, and continue to produce an array of virtual programs.
- Launch the final modules of the Integrated Museum Management System.
- Implement and improve online access systems.
- Continue to enlarge the Access to Memory (AtoM) database (currently at one million records).
- Process and make publicly accessible the first 3,000 (of a total 33,000) boxes of Government records transferred to the Royal British Columbia Museum and Archives.
- Create a portal for research projects led by the Royal British Columbia Museum and Archives and for projects by outsiders researching material related to our collections.
- Create a portal for material relating to First Nations.
- Support ongoing development of the Learning Portal, as well as the Learning Strategy digital engagement program, including the Digital Visits initiative in support of BC's educational curriculum.
- Launch a new school Digital Visits program for teachers and students on the BC mainland, offering sessions with museum staff Skyped directly to classrooms.

Performance Measure 4: Visitor volume online

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Total visitors to website, in millions (M) (does not include Learning Portal)	2.4 M page views 0.8 M sessions[1]	5.0 M page views 1.2 M sessions	5.1 M page views 1.1 M sessions	5.2 M page views 1.3 M sessions	5.3 M page views 1.5 M sessions	5.4 M page views 1.7 M sessions
Total visitors to Learning Portal, in thousands (K)	n/a	n/a	108.7 K page views 15.3 K sessions	113.0 K page views 15.9 K sessions	117.6 K page views 16.5 K sessions	122.3 K page views 17.2 K sessions

Data Source: Collected by our website statistics (page views, sessions). Data is tightly controlled and reliable.

[1] The terminology used to measure online engagement has changed from "web visits" to "sessions," reflecting a 2014 shift in language by Google, the primary source for our analytics. A session is defined as a group of interactions that takes place on a given site. A single session may contain multiple page views.

Goal 3: Enable greater access to our collections and archives while improving their long-term care

Our mandate is to fulfil government's fiduciary role as a public trustee of specimens, artifacts, archival records (government and private) and other materials that illustrate BC's natural and human history and to hold and make accessible these collections for current and future generations. To do this, we need to provide the necessary environmental, conservation, research, management and financial supports.

Strategies

- Develop and publish the Royal British Columbia Museum and Archives Collection Strategy.
- Introduce incremental preservation and conservation steps from the master plan as budgets allow.
- Implement our new Research Strategy, with its stronger focus on objects in our collections, to provide greater depth and context for our exhibitions and galleries.
- Pursue opportunities to ensure British Columbia's unique history is represented throughout the province in the lead up to Canada's 150th anniversary in 2017.

These efforts support the Cost Consciousness and Service aspects of the Taxpayer Accountability Principles and our legislated mandate to care for the province's collections.

Performance Measure 5: Protection of Royal British Columbia Museum and Archives collections

Performance Measure	2013/14 Actual	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
Collection Risk Management Index (CRMI) score	82%	83%	83%	83%	83%	85%

Data Source: Collections Care & Conservation records.

Discussion

The Collections Risk Management Index (CRMI) measures progress on our Collections Risk Mitigation Plan (CRMP), showing how much has been completed. The CRMP is based on a collections risk assessment which is done every five years, and was last completed in 2015. This assessment follows the Canadian Museum of Nature's Cultural Property Risk Analysis Model methodology, which has become the international standard. Past initiatives have included incremental measures, such as better labelling techniques and a cold storage program for deteriorating film. To improve CRMI scores, we would need a new collections and research building that addresses major earthquake and flooding risks, and provides environmental conditions that meet international standards.

Goal 4: Develop as a financially sustainable and progressive organization

Taxpayer Accountability Principles promote sustainable public policies and programs that will provide a lasting legacy for future generations. Royal BC Museum and Archives has a strong focus on financial sustainability. To achieve this, we work to increase operational funding by diversifying and increasing our streams of self-generated revenue. We also continue our efforts to support conservation and improve the visitor experience, as well as identify additional avenues for generating revenue.

Strategies

- Strengthen and diversify our funding base.
- Develop an array of business strategies for key commercial opportunities.

- Create enhanced community spaces to generate revenue, e.g., through festivals and events such as Food Trucks, a repurposed archives reading room and expanded function for Curl Clifford Hall.
- Pursue new sources of research funding within the finalized Research Strategy.
- Increase philanthropic investment.
- Establish a Development Cabinet to enable fundraising.
- Raise awareness of the value of our collections, in particular the art and writing of Emily Carr and First Nations artifacts, language and culture.
- Build community support.
- Increase and enhance the volunteer program, and increase earned and in-kind media coverage and income from donations and grants.
- Strengthen and grow relationships in communities throughout British Columbia, e.g., through travelling exhibitions and by hosting and providing expertise to the BC Museum Association.
- Align staff skills and succession planning with our forward plan.
- Continue our Human Resource Strategy linking performance management with training and development, and aligning skills with organizational priorities and succession planning.

Performance Measure 6: Revenue earned from operations

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Forecast	2018/19 Target	2017/18 Target	2018/19 Target
Revenue earned from operations, in millions ($M)	$7.5M	$8.7 M[1]	$8.5 M	$8.4 M[2]	$7.4 M[3]	$7.7M

Data Source: Royal British Columbia Museum and Archives financial reporting systems. Projections allow for necessary additional revenues to cover inflation.

[1] Our 2016 Vikings exhibition exceeded expectations, producing a spike in numbers above the baseline.

[2] Our 2018 Mammoths exhibition is expected to be as big a draw as the 2016 Vikings exhibition.

[3] Extended celebrations for Canada's 150th birthday are expected to boost numbers for 2017/18.

Discussion

Revenue from operations includes admission fees, memberships, and lease and licensing revenue. It also includes donated collections and artifacts, sponsorships and grants and donations received to offset program expenditures incurred in the fiscal year.

Performance Measure 7: Community support

Performance Measure	2015/16 Actual	2016/17 Actual	2016/17 Forecast	2017/18 Target	2017/18 Target	2018/19 Target
Number of volunteer hours	36,000	40,222	40,200	40,200	40,200	40,200
Value of media, both in-kind and endowed, in millions ($M)[1]	in-kind $1.36M earned $1.22M	in-kind $2.72M earned $2.46M	in-kind $2.52M earned $2.21M	in-kind $2.52M earned $2.26M	in-kind $2.52M earned $2.27M	in-kind $2.52M earned $2.30M
Donations (cash and in-kind) and grants, in millions ($M)	$2.75M	$2.35M	$2.35M	$2.35M	$2.35M	$2.35M

Data Sources: Royal British Columbia Museum and Archives Marketing, Sales and Development records, Royal British Columbia Museum and Archives financial reporting systems.

[1] Earned media value is based on costs to purchase the equivalent for the article (or multiples included). In-kind media is straight value of bonus or additional ad space above purchase.

Discussion

Volunteers contribute significant support to the Royal BC Museum and Archives, enabling it to carry out its programs and exhibitions. Donations reflect grants from public and private foundations, private philanthropy, and corporate sponsorships.

Goal 5: Develop our international relations and grow our reputation as a museum of substance

One key to long-term financial and reputational success is our ability to establish mutually beneficial relationships with other cultural institutions – including museums, archives and academia – throughout the world, but particularly in the Asia-Pacific region.

Government's 2016/17 Mandate Letter includes direction to further develop the Royal British Columbia Museum and Archives China Strategy, which promotes collaborative research, collections, exhibition and staff exchange. These cultural relationships support government's tourism strategy and the implementation of the Province's plan to grow the creative economy.

The partnerships and collaborations that the Royal British Columbia Museum and Archives has developed with major museums in Beijing, Guangdong and Hong Kong demonstrate our increasing international profile. They create opportunities for future growth and development, and help government to maximize the value of the province's cultural assets.

The maintenance and growth of international relations also includes the exchange of professional staff, to learn best practices from other institutions and to share our world-leading knowledge with others.

This investment will strengthen our reputation as a centre of excellence dedicated to continuous improvement. Royal British Columbia Museum and Archives will also continue reaching out to cultural groups from Asia, and sharing historical stories of settlement with all British Columbians.

Our strategies

- Continue to develop and implement the International Strategy
- Continue to exchange exhibitions and expertise with China
- Deaccession Manchukuo books from our collection and present as a gift to Nanjing, China
- Establish/maintain relations with other important international countries and regions, including Japan, India and South America
- Continue contributing to the *Landscapes of Injustice* project, a seven-year research project examining the dispossession of Japanese-Canadians during WWII
- Deliver a travelling exhibition of First Nations artifacts to Colombia

Performance Measure 8: International attendance

Performance Measure	2015/16 Actual	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
Number of people viewing RBCM travelling exhibitions abroad, in millions (M)	n/a	16M	13M	4M	4M	4M

Data Source: Royal British Columbia Museum and Archives' Registrar records

[1] From the Forest to the Sea: Emily Carr in British Columbia (Dulwich Picture Gallery, UK), Textiles in Transition (Sun Yat-Sen Library, China)

[2] Gold Mountain Dreams (Guangdong Museum of Chinese Nationals Residing Abroad, China), Guangzhou to British Columbia: The Chinese Canadian Experience, 1858/59–1958 (Guangzhou Metro Corporation, China)

[3] First Nations Masterworks (Museo de Oro, Colombia)

Discussion

While the *Gold Rush: El Dorado in British Columbia* panel exhibition is expected to continue to travel through China in 2017/18, and 2018/19 targets are conservative as plans for other international exhibitions have not yet been finalized. The number of visitors to travelling exhibitions is a direct measure of people abroad who are exposed to BC human history, natural history and culture. This helps to build awareness of and respect for the province, supporting the goals of government's *Canada the Edge: Tourism Strategy*.

Financial Plan

Summary Financial Outlook

($m)	2014/15 Actual	2015/16 Forecast	2016/17 Forecast	2017/18 Forecast	2018/19 Forecast
Total Revenue					
Province of British Columbia Operating Contributions	11,866,000	11,813,000	11,866,000	11,866,000	11,866,000
Museum admission fees	5,147,833	4,458,512	5,000,000	4,200,000	4,200,000
Other income	3,570,110	3,999,851	3,603,393	3,441,356	3,483,612
Total Revenue	**20,583,943**	**20,271,363**	**20,469,939**	**19,507,356**	**19,549,612**
Total Expenses					
Salaries, benefits and recruitment	8,603,887	9,255,958	9,586,549	9,575,242	9,666,787
Building costs	2,186,293	2,103,125	2,124,156	2,145,398	2,166,852
Taxes - City of Victoria	639,046	683,310	683,310	683,310	683,310
Security	818,934	864,135	881,418	899,046	917,027
Amortization	1,175,492	980,416	948,318	959,172	953,615
Special Exhibition	1,575,831	1,587,253	2,004,322	1,204,322	1,204,322
Other Operating Costs	5,536,086	4,768,650	4,201,760	4,007,160	3,912,160
Total Expenses	**20,535,569**	**20,242,847**	**20,429,832**	**19,473,650**	**19,504,073**
Net Income	**48,374**	**28,516**	**40,106**	**33,706**	**45,540**
Total Liabilities / Debt	**0**	**0**	**0**	**0**	**0**
Accumulated Surpluses/ Retained Earnings (even if zero)	**12,944,458**	**12,977,974**	**13,018,080**	**13,051,786**	**13,097,326**

Note: Royal BC Museum does not report by core business area; financial information is by revenue/expense categories (i.e., STOB).

Key Forecast Assumptions

Approximately 40 per cent of the Royal BC Museum's expenditures are funded by admissions revenue and philanthropic contributions, sources that, by their nature, are variable and unpredictable.

The continued existence of the Royal BC Museum in its present form and with its present programs is dependent on government policy and on receiving continuing operating contributions from the Province of British Columbia.

Management Perspective on Future Financial Outlook

Going forward, financial projections indicate modestly positive operating results. However, these projections depend to a large extent on revenues that are difficult to forecast and subject to changing external factors.

As admissions are a major revenue stream, we are working to create more opportunities to attract visitors and enlist memberships, offering compelling reasons to visit the museum and archives.

We are focusing on growth of internal and external business channels and the continued growth of our online sales, publishing revenue and licensing of our image banks.

The fundraising success of the Royal BC Museum is necessary to the maintenance and growth of our business operations and revitalizing of our galleries and buildings. We have revised our fundraising program and have planned strategic initiatives that will build on our foundation of success.

Capital investments are still very much required by the Royal BC Museum in order to continue to renew the site to preserve, protect, and provide access to the human and natural history collections of British Columbia. In this regard we developed a masterplan for the Royal BC Museum and we are now in consultation with our stakeholders to make decisions regarding future investments. As part of our renewal effort, we continue to work on securing funding from all levels of government and private sector partners and philanthropists to enable us to move forward with the implementation of our masterplan.

Appendices

Appendix A: Links to Additional Information

Mandate Letter from Government

Royal BC Museum Corporate Governance

- Board of Directors
- Board Committees
- Senior Management
- Governance Principles
- Key Accountability Relationships
- The Board governance information on the Royal BC Museum website includes all information required by the Board Resourcing and Development Office's board governance disclosure requirements.

Organization Overview

- Enabling statute
- Mandate provided in enabling statute
- Vision and Values
- Business areas
- Benefit to the public
- How services are delivered
- Royal BC Museum Risk Register
- Location